



FRATERNITY & SORORITY COALITION
ASSESSMENT PROJECT

Acknowledgement and Thanks

On behalf of the Fraternity & Sorority Coalition Assessment Project, we would like to thank the campus community at the University of Central Arkansas for a wonderful visit. We greatly appreciated the active participation from the men and women in the fraternities and sororities, alumni advisors, faculty, staff, administrators and unaffiliated students at UCA. Your involvement and insights provided us with an overall impression of your community.

We would like to especially thank Scott Isenga, Director of Fraternity Life, for serving as the campus contact and coordinating all aspects of our visit. He is supported by a great Office of Student Life staff and we appreciated the time spent with Wendy Holbrook, Associate Dean of Students/Director of Student Life, Lindsey Osborne, Director of Sorority Life, and Kaylon Bradford, Graduate Assistant/NPHC Specialist. We are grateful for their hospitality and availability during our assessment visit.

We were honored to spend time with University President Tom Courtway and overwhelmed with his passion for the University of Central Arkansas. We extend special thanks to Vice President of Student Services Ronnie Williams for giving of his time and sharing knowledge of the fraternity/sorority community. The vision of both of these men helped us better understand UCA and the hopes for the future.

The students, advisors and many other campus professionals were an integral part of our visit and these meetings gave us a clearer picture of the fraternity/sorority community. We especially thank the Panhellenic Council, Interfraternity Council, National Pan-Hellenic Council, Independent Greek Council, chapter presidents, alumni advisors and house corporation members for meeting with us. The commitment of these constituents is vital to moving the fraternity/sorority community forward and assisting in the implementation of recommendations from the Coalition Assessment Project Team.

The Coalition, made up of five interfraternal partners, including the Association of Fraternity/Sorority Advisors, National Association of Latino Fraternal Organizations, National Pan-Hellenic Council, National Panhellenic Conference, and the North-American Interfraternity Conference, has identified five areas to review when assessing a campus fraternity and sorority community. Those are:

- Developing Positive Interpersonal Relationships
- Leadership Development
- Build/Strengthen Social IQ, Citizenship, Service Learning

- Advance Academic Interest/Graduation of Membership
- Effective Campus Interface to and Support of Fraternity Sorority Community

This Coalition Assessment Project process calls for follow-up on the campus with a Blue Ribbon Committee, composed of members of the University of Central Arkansas community, to lead the implementation of the report recommendations. The Blue Ribbon Committee is under the direction of Chairman Dr. Gary Bunn, College of Education professor and Sigma Phi Epsilon alumnus, who shares our passion for making the fraternity/sorority community the best it can be. The appointed members of the committee are:

- Charlotte Strickland, Professional Development and Training Coordinator
- Jovanna Illic, student, SGA Vice President and Student Orientation Staff (SOS)
- Kaylon Bradford, Graduate Student and NPHC Specialist
- Stephanie McBrayer, Director of Housing and Residence Life
- Ted Johnson, Information Technology, Omega Psi Phi Advisor
- Tiffany Johnson, Career Services, Alpha Kappa Alpha Advisor
- Lawrence Mrozek, Professor
- Jasmine Williams, student and SOS leader
- Jenny Hunt, Associate Director for Campus Life/Greek Life at University of Arkansas, Little Rock

The following report is a comprehensive overview of what the assessment team learned during the on-campus visit and through the analysis of pre-visit data. This report is divided into four sections: Basic Summaries, Strengths, Limitations, and Recommendations utilizing the five areas of assessment. Please review the information, use it to guide your strategic initiatives, and for the greatest impact we urge the Blue Ribbon Committee to turn this report into an actionable timeline. We are committed to assisting you in this process, both short term and long term, via programs and insight offered by the Coalition partners, their members/partners at inter/national headquarters, and through national, regional and local volunteers.

Thank you again for your hospitality and your commitment to advancing the fraternal experience at the University of Central Arkansas. We look forward to seeing the great things to come in the near future from the fraternity and sorority community. If we can be of assistance in that process, please do not hesitate to contact us at any time.

Frances Dobernig Mitchelson, Team Leader
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Section 1: General Findings

This summary of information represents the perspective of the Coalition Assessment Team members. It is based upon pre-assessment information and data provided by the University, as well as information gained from constituent interviews during the on-site visit. The assessment includes input from a variety of sources who are involved with, and who can impact, the health and viability of the fraternity/sorority community at the University. As such, the following should be considered reliable information but not statements of fact. It is the perspective of an objective, third-party team of professionals engaged by the University to assess the health of the fraternity/sorority community during a specific, snapshot point in time.

1. University of Central Arkansas was established in 1907 and offers 100 undergraduate degree programs, 33 graduate programs, and four doctoral programs.
2. The fall 2011 Factbook from the Office of Institutional Research reports a total student enrollment as 11,163 and unofficial enrollment for fall 2012 is 10,870. The latest Factbook reports 86.3% (9,629) of the total enrollment are undergraduates and of those 57.1% (5,496) are female and 42.9% (4,133) are male.
 - a. 22.9% are listed as a minority and 16.1% classified themselves as black.
 - b. 96% of the students enrolled receive some form of financial aid or scholarships.
 - c. The entering freshman class has an average grade point average of 3.3 and an average ACT score of 23.2, which ranks above the Arkansas state average of 19.9 and national average of 21.1.
 - d. UCA attracts students from 40 states; however, most students are from Arkansas and the next highest state is Texas with almost 300 students from that state.
3. In 2011, fraternity and sorority members totaled 979 to comprise approximately 10% of the undergraduate student population. As of October 9, 2012, there were 809 students in the community.
4. The UCA fraternity/sorority community has a deferred recruitment period so their numbers will increase in the spring.
5. Each undergraduate council has an extension or expansion policy in place.
 - a. NPHC is currently open for extension and hopes to have all nine national organizations on campus. Sigma Gamma Rho Sorority, Inc. is holding meetings in the fall 2012 to gauge interest.
 - b. IFC expanded in spring 2012 by adding Phi Gamma Delta and the next expansion is projected for spring 2014.
 - c. IGC is working on an expansion plan and open to other groups.
 - d. Panhellenic does not have extension plans in place at this point, but follows NPC extension procedures.

6. The undergraduate grade point average (GPA) for spring 2012 was 2.80, with undergraduate men at 2.63 and undergraduate women at 2.93. The GPA for the fraternity/sorority community was 3.03 or 0.23 higher than the all undergraduate GPA.
 - a. The sorority GPA was 3.14 or 0.21 higher than the all undergraduate women's average and above the all university undergraduate average by 0.34.
 - b. The fraternity GPA was 2.89 or 0.26 higher than the all undergraduate men's average and above the all university undergraduate average by 0.09.
7. The one year retention rate for UCA is 69% and the five year average freshmen retention rate is 71.7%. The six year average graduation rate at UCA is 40.1%.
8. The university housing and residence life office reports ten halls or apartments for students and 36% of students live on campus. The current student to faculty ratio is 16:1.
9. There are currently three types of Greek housing – chapter rooms in residence halls, houses leased from the university and a privately owned house. 17 out of the 20 currently recognized Greek organizations having some form of housing.
 - a. 12 groups have a chapter room in an on campus residence hall.
 - b. 4 men's groups have a house leased from the university.
 - c. 1 group has a privately owned house near campus that is managed by a local house corporation.
 - d. 3 groups currently have no housing.
 - e. Two men's groups--Sigma Tau Gamma and Phi Lambda Chi--are currently suspended; however, each had leased a house from the university and members were allowed to stay in the houses by signing private individual contracts with UCA housing.
10. There are three full-time equivalent staff members and two graduate assistants working with fraternities and sororities. The graduate assistants work directly with NPHC or other student organizations, respectively. The ratio of students to staff is as follows:
 - a. Associate Dean of Student Life (NPHC Advisor) – 108:1
 - b. Director of Fraternity Life – 368:1
 - c. Director of Sorority Life – 490:1
11. In 2011-12, the office had a fraternity/sorority programming budget of \$14,100 for 933 students and this averages to \$15.11 per student. Budget for 2012-13 is projected to be the same or less.
12. The staff provides a wide range of leadership development programs for fraternities and sororities, and the newly formed Center for Leadership Development at UCA offers programs to all students, including fraternities/sororities.
13. Various campus awards are given each year to the fraternity/sorority chapters and members. Several chapters have won inter/national awards during the past year.
14. The UCA fraternities and sororities donated \$21,923 to charitable organizations and volunteered 11,375 hours to nonprofit organizations during the past year.

15. The institution does not have a policy on auxiliary groups and, with the exception of NPHC groups, little sisters/big brothers are prevalent among fraternities and sororities on this campus and have been for many, many years.
16. The university does have a hazing policy; however, there are questionable activities that are currently occurring on campus with some of the chapters.
17. There have been fourteen judicial hearings for violation of university policy in the last three years involving ten different chapters (7 – IFC, 1 – NPHC, 2 – Panhellenic).
18. Each chapter is required to have a faculty/staff advisor and amount of interaction with these advisors varies greatly by group. 100% of the NPHC, IFC and Panhellenic chapters have an active chapter alumna advisor. Neither of the IGC groups have a chapter advisor.

Section 2: Strengths of the Community Based on Five Target Areas

The following strengths of the fraternity/sorority community were identified based upon information gathered by the Coalition Assessment Team during the on-site interviews. Openness and frankness are encouraged through the confidentiality of individual interviews, and it is the aggregate content – information relayed by at least two University stakeholders in two different settings – reported here. While the University and the fraternity/sorority community certainly possess strengths not included, this section represents those, both perceived and real, that were reported multiple times by University stakeholders. As such, they serve as the basis for themes addressed in Section 4, the recommendations, of this report.

Developing Positive Interpersonal Relationships

1. University administrators are strongly supportive of the fraternity/sorority community, and are willing to contribute time, effort, and resources to see it grow and prosper.
2. Fraternity and sorority alumni are very supportive and vocal in their support of their organizations.
3. Fraternity and sorority members are active in providing service for many community agencies in and around Conway.
4. The Greek Alumni Advisory Board dinner held prior to the start of the fall semester has been successful in bringing advisors together to develop relationships among them and the chapters that they advise.
5. Chapter/Alumni Advisors and Faculty/Staff advisors interacted positively with each other during assessment interviews.
6. The All Greek Step Show is a great opportunity for the councils to work together and build a stronger community.

7. Fraternities and sororities are involved in all aspects of campus life and interaction with faculty/staff is generally positive.
8. The creation and implementation of the All-Greek Council, which consist of members from each council, is intended to unify programming for all councils.

Leadership Development

1. Fraternity and sorority members are very active leaders on campus. Many of those interviewed pointed out that a majority of SOS Leaders, Bear Den, Student Government, and other organizations consist of fraternity & sorority members. Those members have developed good relationships with the campus through participation in those events.
2. The staff provides a wide range of leadership development programs for fraternities and sororities including:
 - Greek Summit for two leaders of each organization
 - Greek Convocation for all students
 - Greek 101 New Member Education Program for new members of IFC, IGC & Panhellenic
 - NPHC Neo/Prophyte Retreat for new member of NPHC
 - Branching Out New Member Program for new members of Panhellenic sororities
 - Social Events Training for risk management
 - NPHC Leadership Launch for those interested in joining
 - RSO Training for all recognized student organizations
3. The Fraternity & Sorority Life Office hosts an annual Greek Convocation which brings all Greek organizations together to learn more leadership and about being a member of a Greek-letter organization.
4. The campus offers programming in leadership development and training for student leaders through a newly formed office. New leadership programs that were launched this year are heavily attended by Greeks (i.e. Leadership Foundation Series).
5. The Fraternity & Sorority Life Office provides some opportunities for leaders of fraternity and sorority students to attend leadership programs and workshops locally, regionally and nationally.
6. The Fraternity & Sorority Life Office hosts individual council leadership retreats at the beginning of each school year.
7. Students stated that the Greek Leadership Summit hosted by the Student Life Office for two members of every fraternity and sorority was helpful in bringing chapters together.

8. The Leadership Launch hosted by NPHC prepares prospective members for membership and is a good example of joint participation by all groups in this council.

Build/Strengthen Social IQ, Citizenship, Service Learning

1. Fraternity/sorority members are seen as engaged members of the campus community, hold various high-profile leadership positions, and participate actively in campus wide initiatives.
2. Fraternities and sororities excel in fundraising for their local or national philanthropies and have raised over \$22,000 for various charities in the past year.
3. Fraternity/sorority members understand their commitment to service to the campus and the community as a whole has completed over 11,375 hours of hands-on service in the past year.
4. The diversity of the fraternity/sorority community at the university is a positive reflection of the institution's goal to attract and retain greater diversity within its student body.
5. The fraternity/sorority community has established good working relationships with the campus police department, and the social event policy requires meetings with campus police to review and discuss proactive and preventative measures for safe social events and activities.
6. The fraternity/sorority community has prominent, engaged alumni in the local community, local business owners, and alumni/alumnae serving in public office.
7. The "Highway Clean-up" was one of the first all fraternity/sorority service projects in recent history.
8. Most chapters currently have some form of on-campus meeting space or housing available to them.

Advance Academic Interest/Graduation of Members

1. Fraternities and sororities have GPAs higher than the all-undergraduate average, all-undergraduate women's average, and all-undergraduate men's average.
2. College Panhellenic Council and NPHC groups are implementing programs on topics like accountability partners and academic resources for their chapters.
3. NPHC organizations tend to have more academic programming as well as connections and collaborative programming with other campus offices than Panhellenic and IFC groups.

4. There are Greek Awards presented to fraternity/sorority chapters and their members between acts at the All-Greek Step Show. The awards are sponsored by the Student Life Office and several recognize academic success to a chapter from each council (Highest Overall Chapter GPA, Highest Overall GPA for previous spring semester, Highest Overall GPA for previous fall semester, and recognition awards for all chapters at or above a 3.0 cumulative GPA).
5. Most faculty members interviewed perceive the fraternity/sorority community as academically successful.
6. The university does require each chapter to have a faculty or staff advisor.

Effective Campus Interface to and Support of the Fraternity/Sorority Community

1. Senior-level administrators are committed to a vibrant fraternity/sorority community as an integral part of student life and want to do what it takes to move the community to the next level of success.
2. This campus has many long standing traditions and many advisors/faculty/staff/administrators/board of trustees are fraternity/sorority members from this campus.
3. The administration has created a new Greek Alumni Advisory Board (GAAB) to engage alumni from each organization and provide guidance on current issues (Greek Village, judicial, deferred recruitment.)
4. The Vice President of Student Services regularly interacts with the fraternity/sorority members and leaders by attending council and alumni meetings, inviting groups to his office or chatting casually on campus.
5. Administrators are serious about making a decision this year on the Greek Village as it has been discussed for eight years and they have committed significant financial resources for the initial planning stages of this housing project.
6. The addition of a graduate assistant to provide support to the NPHC groups has been a welcome addition to the fraternity/sorority life staff.
7. The Fraternity/Sorority Life office staff seems to have a great working relationship with the Councils that they advise and there is a level of respect from the students serving on councils toward their respective advisors.

Section 3: Limitations of the Community Based on Five Target Areas

As with the strengths of the fraternity/sorority community identified in the previous section, the following limitations were identified based upon information gathered by the Coalition Assessment Team during the on-site interviews. These limitations represent the aggregate content of the interviews – information, perceived and real, relayed by at least two University stakeholders in two different settings. As such, the following also serve as the basis for themes addressed in Section 4, the recommendations, of this report.

Developing Positive Interpersonal Relationships

1. There is a general lack of awareness and education regarding university and state hazing policies within the fraternity/sorority community, alumni, and campus departments. Stakeholders described hazing activities occurring in some chapters in the fraternity/sorority community. In addition, community members articulated inconsistencies in the way hazing behaviors are investigated and policies applied across all chapters and councils.
 - a. Most stakeholders appeared concerned about hazing in the community, although some alumni are not supportive of changing the current culture of the fraternity/sorority community.
 - b. Stakeholders described activities such as “line-ups,” early morning calisthenics, forced consumption of alcohol, uniforms, and “silence” periods where new members are not permitted to speak.
 - c. Through their comments about what behaviors are considered hazing versus not, many students and alumni showed their misperceptions and lack of knowledge about hazing, or a simple disregard for the dangers associated with hazing.
 - d. Over the past year, less than 25% of the fraternity/sorority community participated in hazing education educational sessions.
2. Student leaders and stakeholders indicated the existence of men’s and women’s auxiliary groups. Although stakeholders understood inter/national and local policies exist in opposition to auxiliary groups, an unwillingness to discontinue this practice was expressed by students and alumni. Student Life staff and university administrators appeared to be concerned that there could be some resistance from the Board of Trustees regarding changes to this long standing tradition of big brother/little sister auxiliary groups at UCA.
3. It is unclear how Independent Greek Council fits within the community. The two organizations in IGC seem connected because of the way they formed as a chapter and their functions on campus. However, they also appear to be somewhat disconnected/left out of the overall fraternity/sorority community.
 - a. Each IGC chapter is advised separately by a member of the Greek Life staff.
 - b. Additionally, Beta Upsilon Chi attends Interfraternity Council meetings regularly, while Sigma Phi Lambda does not attend Panhellenic Council meetings at all. This presents the image that IGC does not function fully as a Council and may not be meeting the needs of its member chapters.

- c. There appears to be some tension between Sigma Phi Lambda and the NPC sororities. Several people mentioned a sense of negative competition between Sigma Phi Lambda and the NPC sororities. It appears that Sigma Phi Lambda was not welcomed by the NPC sororities when they chartered on campus.
 - d. There appears to be a similar tension between Beta Upsilon Chi and the IFC fraternities. While Beta Upsilon Chi attends IFC meetings and offers a chapter report of their activities during each meeting, it was expressed that they do not want to be part of IFC.
4. Non-affiliated students perceive fraternity/sorority members as approachable only during the recruitment/intake period and unapproachable/dismissive following recruitment if they did not join that organization. Non-affiliated students articulated a cultural divide between IFC/NPC chapters and NPHC chapters. Non-affiliated students indicated feeling unwelcome in organizations with differing cultural backgrounds.
 5. NPC sorority advisors and members both commented on the competitive nature of recruitment. They feel as though friendships with freshmen women are damaged when they are not selected for membership during formal recruitment, even though they may still join a chapter through the continuous open bidding recruitment process.
 6. Some alumni seem to get overly involved in the functions and decision making of the fraternity/sorority community, which takes away from the self governance power of the students.
 7. Given our conversations with affiliated and un-affiliated students, although membership in a fraternity or sorority is desired by many UCA students, recruitment numbers have declined slightly over the years.

Leadership Development

1. The fraternities and sororities at UCA do not consistently reach out and connect with non-UCA resources, such as regional conferences – AFLV-Central, SEIFC, SEPC, etc. They are perceived as living in a “bubble” and do not have a solid grasp on how non-members view them as a whole. This can also lead the fraternity and sorority community to not understand how they are trending compared to similar institutions and the national averages.
2. Chapters and councils appear to provide insufficient leadership training for new members, general members, and chapter officers.
3. Although there are campus-wide leadership development programs being offered, many fraternity/sorority students are not aware of opportunities that exist in this area.

4. Both the chapter/alumni advisors and the group of faculty/staff advisors expressed a desire to have more organized meetings or communication with each other and it is apparent that they crave the ability to connect with fellow advisors more often.
5. The faculty/staff and chapter advisors have no written procedures, expectations or training from the institution.
6. Due to lack of funds, the Fraternity/Sorority Life staff and students do not consistently attend professional development conferences or leadership and student development conferences and programs.

Build/Strengthen Social IQ, Citizenship, Service Learning

1. Based on information shared by chapter leaders and as observed in campus publications, fraternity/sorority accomplishments, including service hours, philanthropic giving, etc., are communicated within the fraternity/sorority community through a newsletter, but are rarely promoted to the larger campus community by students and staff.
2. Several high profile incidents among members in the fraternity/sorority community within recent months, at least one achieving national press, have cast additional scrutiny upon the chapters and greater community.
3. Over the past year, less than half of the fraternity/sorority community participated in educational sessions about alcohol.
4. Stakeholders indicated the use of alcohol in the recruitment process for both fraternities and sororities. In addition, first year and upper-class students often return to residence halls intoxicated after attending fraternity and sorority events, which causes additional problems for housing staff and poses a danger to other residents.
5. According to results of the University of Central Arkansas 2012 Core Alcohol and Drug Survey:
 - a. 29.4% of students reported some form of public misconduct (such as trouble with the police, fighting/argument, DWI/DUI, vandalism) at least once during the past year as a result of drinking or drug use.
 - b. 19.9% of students reported some kind of serious personal problems (such as suicidality, being hurt or injured, trying unsuccessfully to stop using, sexual assault) at least once during the past year as a result of drinking or drug use.
 - c. 59.8% of students said they “don’t know” if the campus has an alcohol and drug prevention program.
 - d. The use of drugs (cocaine, amphetamines, sedatives, hallucinogens, opiates, inhalants, designer drugs, steroids, and other drugs) for the University of Central Arkansas is more prevalent in almost every category (lifetime, annual, and 30-day prevalence) compared against the reference group of 61,057 college students.

- i. The high frequency use of drugs (three times a week or more) among University of Central Arkansas students is significantly higher than the reference group (especially for cocaine, sedatives, hallucinogens, opiates, inhalants, designer drugs, and steroids).
6. The University's On- and Off-Campus Social Event Policies are not consistent with most inter/national organizations' risk management policies and FIPG such as allowing designated driver programs and the recommended (but not required) procedures for managing off-campus functions with alcohol.

Advance Academic Interest/Graduation of Members

1. There is no retention plan or tracking instrument in place to gather data on fraternity/sorority students.
2. The University does not currently track the graduation rates of fraternity/sorority chapters and their members.
3. Fraternity and sorority membership is not currently identified in Banner, the institution's electronic student management system, which hinders the UCA Alumni Association in identifying and reaching out specifically to fraternity/sorority alumni. Student Life staff has plans to begin utilizing Banner in Fall 2012.
4. Fraternity/sorority academic successes (academic standing of Greeks vs. undergraduate averages, 4.0 members, etc...) are rarely promoted to the campus community.
5. Although the grade point average of fraternity/sorority community is slightly higher than the all-campus averages, there does not appear to be a focus on continued academic improvement or a structured academic excellence plan in place for the community.
6. Faculty/staff advisors rarely get information on how the chapter is doing overall, and would enjoy hearing more about the overall health of the organization they advise as well as the academic performance.
7. There appeared to be little interaction between the chapters and the academic resources offered on campus by the student success, tutoring, academic advising, counseling or other on campus offices providing resources to students in the areas of study skills, time management, or test taking strategies.

Effective Campus Interface to and Support of the Fraternity/Sorority Community

1. Many stakeholders at UCA compare their fraternity/sorority community with the University of Arkansas, Fayetteville community; however, the systems operate very differently, especially with regard to recruitment since UCA uses a deferred recruitment model.
2. There is much confusion about the Greek Village plans and it did not appear that inter/national organizations were consulted directly about the new housing proposal. There is also some concern from residence life staff on how this property will be managed/supervised.
3. Both the students and university administrators report that the current judicial process is not working, as the process is not self governing and steps are not clearly understood by the students. Administrators report the plan is to have the Greek Alumni Advisory Board make a recommendation on the procedure; however, there was no mention of student input in these discussions.
4. Students are not always held accountable for their actions through their chapter discipline processes, and are not forthcoming about defacing property or destructive behavior in the Student Center until confronted by university administrators.
5. The Student Life Office has a limited staff and the Associate Dean of Students/Student Life Director is overextended in supervising the office staff, coordinating all aspects of student life programming and advising one of the Greek Councils.
6. There are limited financial resources to properly fund all areas that report to Student Life; thus, Fraternity/Sorority Life has a limited budget to meet the needs of the office and the community's growth.
7. The Student Life/Fraternity & Sorority Life Office does not have a Policy and Procedure Manual that outlines office procedures and guidelines for all staff. This manual would include items such as social media, ethics and professionalism.

Section 4: Next Steps for the Community Based on Five Target Areas

Following are recommendations for enhancing the fraternity/sorority community at the University. These recommendations will provide a starting place for the Blue Ribbon Committee and others involved in strategic planning to begin implementing a course of action that can help ensure that the fraternity/sorority experience aligns with institutional priorities in providing meaningful educational engagement outside of the classroom.

A great deal of leadership will be required from all stakeholders to accomplish these goals. While most recommendations identify a person, group or office to handle responsibility, it is important to note that the person, group or office is encouraged to delegate that responsibility to a more

appropriate entity. The leadership for specific recommendations should be assigned to the leader that is most able to accomplish the goal, versus being assigned by title. This should be a priority task for the Blue Ribbon Committee to consider, in conjunction with key University administrators. Students, chapters and councils, as a whole, should actively seek these leadership roles as well. *The recommendations are listed from high to low priority, in the opinion of the Coalition Assessment Team.*

1. In order to address the culture of hazing that may exist within some chapters, education should be provided on FIPG policies, inter/national fraternity/sorority policies and procedures, or the criminality and psychology of hazing, and alternatives to hazing.
 - a. As a general lack of knowledge existed surrounding hazing with many stakeholders, Student Life staff should develop hazing education initiatives for not only students, but also alumni, administrators, and campus police. Staff should consider including education on bystander behavior to encourage university community members to address problem behaviors.
 - b. Engage fraternity and sorority inter/national headquarters staff to aide in educating alumni, chapter leaders, and members on their policies. In addition, engage inter/national organizations in open dialogue concerning allegations, investigations, and outcomes.
 - c. Develop appropriate channels for students, faculty, and staff to report alleged hazing violations such as the Anti-Hazing Hotline (1-888-NOT-HAZE).
 - d. Promote resources within the fraternity/sorority community such as the Anti-Hazing Hotline (1-888-NOT-HAZE), HazingPrevention.org, StopHazing.org, National Hazing Prevention Week, etc.
 - e. Student Life staff, along with chapter leaders and inter/national fraternity/sorority volunteers and staff, should carefully review chapter new member programs to ensure they align with both institutional and organizational values, policies, and procedures. The length of programs should be explicitly stated and efforts should be made to eliminate all hazing-related behaviors from the processes. Students and staff should collaborate to create a tailored and creative list of alternatives to hazing.
 - f. Recognizing education alone may not entirely address or solve the issue of hazing, university and council judicial boards must be trained and prepared to hold members and chapters accountable for hazing behaviors.

2. Deferred recruitment should be studied and evaluated by administrators to determine if it is still the best model for UCA. This campus has not always had deferred recruitment and the decision to switch was made based on tragic circumstances many years ago. Currently, there is much discussion about not liking the timing of recruitment and there are many advantages to switching back to fall recruitment.
 - a. The Interfraternity and Panhellenic Councils should form a task force to look at all the aspects of changing from deferred to fall recruitment as well as the timeline to make such a switch. The task force would need to develop rationale and a solid case before presenting the recommendation to the university administration.

- b. If the Greek Alumni Advisory Board is also discussing this topic, then a joint task force of student leaders and alumni should be used to collectively reach a conclusion instead of working separately on the same topic.
 - c. In reviewing the UCA Institutional Peers List, none of the twenty-plus schools listed have a deferred recruitment and dates obtained show recruitments happen in August or September at these peer institutions. A few other institutions, although not among your peer group, hold recruitment in early October as it fits their academic calendar better. Holding recruitment much later in the fall term is not feasible as the chapters need typically 6-8 weeks to conduct their new member education program.
 - d. The North-American Interfraternity Conference and the National Panhellenic Conference should be contacted for resources to assist the task force as both currently have position statements on deferred recruitment.
 - i. NIC does not support deferred recruitment and states “Independent research shows that membership in a fraternity leads to higher campus retention rates than non-fraternity men and the graduation rate among fraternity men is higher than non-fraternity men.”
 - ii. NPC states that “deferred recruitment is not in the best interests for the health and welfare of a sound sorority community and its members.” They believe fall recruitment keeps first-year women engaged, provides earlier opportunity to adjust to demands of college life, encourages a scholarship/academic study, and supports mentoring options via chapter members/alumnae.
3. Student Life staff, the Blue Ribbon Committee, and Greek Alumni Advisory Board should identify a strategy to eliminate the existence of men’s and women’s auxiliary groups on campus. Such groups, whether formal or informal, can encourage high-risk behaviors and can also threaten the ability of fraternities and sororities to operate as single-sex entities under Federal law. NIC and NPC strongly discourage or prohibit the existence of these organizations among their member groups.
 - a. Engage fraternity and sorority inter/national headquarters staff in conversations about ways to educate alumni, chapter leaders, and members on their policies prohibiting auxiliary groups.
 - b. Partner with umbrella organizations for guidance regarding policy language and enforcement.
4. The Blue Ribbon Committee should poll current students and alumni on all long standing traditions and then challenge the respective councils to determine which traditions are upholding/exemplifying the values of the fraternal organizations. Those traditions that are not consistent with current policies and procedures of the inter/national organizations should be stopped and a plan put in place to educate alumni as to why this tradition cannot continue. This audit should highlight opportunities for the community to develop values-based traditions that not only encourage spirit and morale among fraternities and sororities, but the greater campus community as well.

5. A decision should be reached as soon as possible regarding the Greek Village at the University of Central Arkansas. The large billboard with architectural rendering at the site near the campus entrance is a visible indication that this project is going to happen but solid plans are not in place after many years of discussion on this project.
 - a. A concrete timeline must be established by the administration for the Greek Village and all stakeholders, including the inter/national organizations, must be brought into these discussions.
 - b. The facts of the project must be presented to not only the current students and advisors, but also to the various university departments, like residence life/housing, that would be impacted by the project.
 - c. The financial feasibility of the Greek Village at the chapter level must be examined by the local alumni in conjunction with the inter/national organizations.
 - d. All information, including the January 2012 housing feasibility consulting report from Mari Ann Callais, UCA Greek Village Planning Document by Dean Gary Roberts created in July 2011/updated July 2012, and the Time-line for Obtaining Greek Organizations Commitments for Greek Village with task and tentative dates, must be shared with all stakeholders, but especially the inter/national organizations as their input/approval is critical for a housing project of this magnitude.
 - e. The 2011-2013 Housing Agreement signed by all NPC member groups clearly states that they will cooperate with the administration regarding housing discussions but will not approve or allocate any funds for buildings or land. Since this is a binding agreement among the NPC sororities, the Director of Sorority Life should inform the NPC Area Advisor of housing discussions so that member groups can address the terms of the agreement.
 - f. If the Greek Village does not move forward, then the university administration must address the inadequate housing options available currently as the chapter rooms are no longer large enough to hold the sorority chapters for meetings and the houses leased by fraternities are poorly maintained and upgrades should be considered if the groups will remain in these facilities.

6. The Vice President of Student Services and/or the Dean of Students should consider a total review of the administration and operations of the Office of Student Life. This could include:
 - a. increasing the number of professional staff in the Student Life Office, specifically for fraternity & sorority life. This would free up the Associate Dean of Students/Student Life Director to focus on the professional development of the office staff and general programs instead of spending much of her time advising the NPHC organizations;
 - b. allocating more financial resources in the budget for the Fraternity and Sorority Life Office to be used for travel, operating and maintenance/enhancement of current programs. Funds should be specifically allocated to assist in staff attending professional development programs/conferences and students attending leadership development conferences; and,
 - c. creating an office policy and procedures manual which specifically deals with the Fraternity & Sorority Life Office and community. It should address items such as: social media, graduate assistant guidelines, division of responsibilities among the staff,

expectation for ongoing education/professional development and office policies/protocols.

7. Student Life staff should develop and implement a Social Event Policy Review Committee that is inclusive of administrators, faculty, staff, students, campus police, local chapter advisors and inter/national headquarters staff.
 - a. Review the On- and Off-Campus Social Event Policies to ensure it is consistent with FIPG Guidelines and Recommendations. Through this, the University should work to consciously shift its paradigm from one that focuses on controlling events to one that is focused on managing and reducing risk.
 - b. Many inter/national organizations do not support designated driver programs. University administrators should review this policy to ensure that students and organizations are not placed in potentially high-risk situations.
 - c. The University's Social Event Policies should not preclude fraternities and sororities from complying with the risk management guidelines imposed by their inter/national organizations and insurance carriers.
 - d. Student Life staff and campus police should have a working knowledge of inter/national organizations' risk management guidelines.
 - e. FIPG (Fraternal Information & Programming Group) is a resource for risk management education for fraternal organizations and university professionals. FIPG is commonly referenced as the leading source and standard for fraternity and sorority risk management policies, with over 47 organizations and numerous campus-based councils adopting the policies on alcohol, drugs, fire safety, and hazing. Visit www.fipg.org for more information about these policies.

8. In order to address the culture of alcohol and drug use, Student Life staff should engage inter/national staff and campus partners to provide assistance in addressing these issues among undergraduate members, as well as implementation of inter/national standards for risk management.
 - a. Continue to participate in the national CORE Alcohol Survey and share the findings with the community and inter/national organizations' staff.
 - b. Partner with the campus Health Service, Campus Police, Housing and Residence Life, and other campus departments to provide local, easily accessible resources and support.
 - c. Tap into inter/national resources, programs, and services to ensure all risk management policies are being upheld while students gain accurate and relevant training and education on personal health and safety, bystander behavior, alcohol and other drug use, and other issues germane to the University.
 - d. Help each chapter request and obtain resources about the use and abuse of alcohol and drugs from their inter/national offices. Furthermore, establish a strong working relationship with the Student Health and Counseling Services, so that chapters and members know where to go when they have a member in trouble with alcohol or other drugs;

- e. Actively support substance-free recruitment and reinforce the message through campus programming. Chapters should seek opportunities to develop relationships with new members in an environment that does not involve alcohol. The institution and governing councils could support this by providing training on effective year-round recruitment practices to replace short-term, alcohol-related recruitment.
9. In partnership with Institutional Research staff, the University should begin collecting—with specific regard to the fraternity/sorority community-- longitudinal data on retention and completion to inform strategic and tactical planning. The University should consider collecting the following information on an annual basis:
 - a) Retention of new members from formal pledging to initiation
 - b) Freshman to sophomore retention
 - c) Four-year graduation rate
 - d) Six-year graduation rate
 - e) Dollars donated annually by fraternity and sorority alumni to the University
 - f) Dollars donated annually by fraternity and sorority alumni to their chapters
 - g) Percentage of fraternity and sorority alumni who donate to the University
 - h) GPA comparison of new members (freshmen) to all other freshman students
 - i) Fraternity/sorority member participation in campus leadership/career programs
 - j) Fraternity/sorority member participation in university-selected academic-related programs
 - k) Fraternity/sorority member participation in community and campus service-related programs
 10. In addition, the staff should consider working with the newly hired assessment staff person in the Vice President of Student Services' office to assess and track student success for the fraternity/sorority community. Using the data collected, the campus can use it annually to measure the success of the offices and programs as well as to identify deficiencies where additional attention is needed.
 11. The campus judicial process as it relates to the fraternity and sorority community should be addressed as the multi-part UCA Greek Disciplinary Process currently outlined does not seem to be working effectively. Best practices indicate a more simplified, streamlined approach is a better method than what is currently used.
 - a. The student leaders for the respective governing councils must be brought into the discussion of the judicial process along with the Greek Alumni Advisory Board (GAAB) in order for there to be a significant buy-in and ownership from all groups.
 - b. Each council has its own judicial process or should have it for their council and these should be used more effectively instead of trying to mandate a joint judicial process. It is typically not an effective practice to have men adjudicating the women's groups and vice versa as the policies/procedures are sometimes vastly different. NPC and NIC do not look favorably upon the use of joint judicial boards and resources are available from these umbrella organizations to assist in creating a good model.

- c. Each chapter has its own internal discipline process and administrators should have the assurance from chapter leaders and alumni advisors that this process is effectively being used to provide educational sanctions for members who do not uphold the standards and values of their groups.
 - d. The university has its own student disciplinary procedures already in place to deal with any student violating the student conduct code and this should form the guide for equal treatment to all students.
12. Faculty/Staff Advisors as well as Alumni Chapter Advisors expressed a desire to have more meetings and communication with the Greek Life staff. The Fraternity & Sorority Life Office should consider:
- a. creating a comprehensive and structured leadership training program for the Councils, Faculty/Staff and Chapter Advisors. These trainings should be frequent and mandatory for all groups involved. This training would also consist of a Leadership Development manual for both sets of Advisors.
 - b. planning more and frequent meetings between the Chapter and Faculty Staff Advisors. This is a good opportunity to get everyone in the room together and all on the same page. Advisor Roundtables (or a similar discussion type meeting) should be scheduled regularly throughout the year to allow advisors to talk about pertinent issues being faced on campus. The Fraternity and Sorority Life staff should schedule the meetings but a structured agenda should not be used as it limits topics to be discussed.
 - c. sending regular updates on the progress of the Blue Ribbon Committee.
 - d. communicating to all advisors the function/charge from the Vice President of Student Services for the Greek Alumni Advisory Board and highlighting aspects of their meetings.
 - e. working with the council officers, advisors and university assessment director to create a member retention and graduation plan.
 - f. developing and implementing a structured academic success plan for the Councils.
13. The fraternity/sorority chapters should consider comparing themselves to institutions similar in size and strength to the fraternity/sorority community. In doing this, the councils can learn from other school's councils best practices while remaining realistic about opportunities for innovation and improved operations.
- a. You might consider contacting the Fraternity/Sorority Advisor at peer institutions with similarly sized fraternity/sorority communities, such as University of Louisiana at Lafayette, Southeastern Louisiana University, University of South Alabama, Stephen F. Austin University, University of Central Missouri and University of Tennessee-Chattanooga.
 - b. The officers for each respective council should review and update all governing documents, including bylaws, standing rules, recruitment rules, policies and procedures as well as proper use of the quota/total system for NPC sororities.
 - c. After these have been revised and voted on by the respective council delegates, the council leadership should create ongoing education for the chapter members on the

council's role in the community and responsibilities of membership for each chapter as a part of their respective council.

14. The challenges that NPHC groups have faced over the past year have brought them together. The NPHC Retreat should be continued and expanded to include more students. The NPHC community should create additional programming in specific areas, such as conflict resolution to meet a broader audience and address current concerns.
15. The purpose of IGC should be fully identified and determined as to where these groups fit into the fraternity/sorority community. Special consideration should be given as to whether or not UCA will be actively recruiting additional organizations to join the IGC .
16. Panhellenic Council should explore through discussions with their NPC Area Advisor and Sigma Phi Lambda Board of Directors the possibility of Sigma Phi Lambda becoming an Associate Member of the Panhellenic Council. Associate Membership is one of three recognized membership statuses by NPC and although it does not grant full regular membership in the Panhellenic Council, it does come with rights and responsibilities within the organization. This would be very useful in building collaborative relationships between the organizations. Sigma Phi Lambda and NPC sororities should engage immediately in intentional programming to build relationships between the organizations.
17. The Interfraternity Council should consider the possibility of Beta Upsilon Chi becoming an Associate Member, especially if there is no intention of expanding the IGC. Associate Membership does not grant full membership in the Interfraternity Council, but establishes a collaborative relationship between the organizations and sets up parameters for the groups to work together.
18. The Blue Ribbon Committee, representing multiple University offices and departments, as well as a variety of experience in the community, should focus on assisting chapters in developing partnerships with campus departments and community agencies.
 - a. Brainstorm opportunities for outreach and collaboration with their departments and others, including Housing and Residence Life, Campus Police, the Women's Center, Counseling Services, Academic Affairs, Multicultural Student Services, Student Health, Alumni Relations, Public Relations, and others.
 - b. Reach out to the Chamber of Commerce or one of its committees to connect with local businesses and prominent alumni to develop a mentoring program whereby fraternity/sorority members can collaborate with community leaders to experience how leadership works in the private and public sectors.
 - c. Establish a list of ongoing and periodic service opportunities in Conway, which chapters can use for quick reference. By making it easier to locate and conduct service, chapters should begin to appreciate that service is about more than just making a good impression and building relationships.

19. The Fraternity/Sorority Life staff should consider assisting the fraternity/sorority community to create a plan to improve all aspects of operations. This would include:
 - a. The chapters and individual members taking responsibility for their actions and being held accountable for the outcomes associated with poor choices.
 - b. Programming that focuses on building positive interpersonal relationships should be offered to all members of all chapters in order to encourage building relationships outside of just chapter members.
 - c. An effort to develop relationships between other chapters will strengthen the community and will encourage the positive resolution of issues that arise between fraternities and sororities.

20. With guidance and encouragement from University public relations staff and Student Life staff, the governing councils should develop written public relations plans to communicate events, achievements, and their overall value to parents, students, faculty, staff, and the surrounding community. Focus the written plan on accomplishments and how the fraternity/sorority community enhances the Central Arkansas experience.
 - a. Develop parent educational materials, created in partnership with the Admissions Office. Parents of first-generation college students in particular might not know what fraternities/sororities do or stand for, and parents are a critical feature of students' decision to join or not join any organization.
 - b. Develop parent support groups in individual chapters that could aid with financial and programming needs.
 - c. Discuss with Admissions and Student Life staff the possibility of involving fraternity/sorority members/chapters in campus tours.
 - d. Develop collaborative relationships with Student Orientation Staff to promote the fraternity/sorority experience.
 - e. Invite the press to educational, cultural, and philanthropic events;
 - f. Encourage members to become involved in writing for and working for the campus newspaper.
 - g. Council leaders should meet with Housing and Residence Life staff to identify opportunities for marketing the fraternity/sorority experience in the residence halls, and to determine if information or training can be provided to student housing staff to share with residents.
 - h. Develop a social media plan to enhance communication and networking among members and with alumni, prospective members, parents, etc. Ensure that the social media plan aligns with inter/national organization policies for online communication.

Disclaimer

This assessment report is for educational purposes. It is intended for use solely as a development guide to assist in strengthening Greek letter organization systems. It is not intended to address any particular organization. This assessment report, by its nature, includes assessments the sources of which would be deemed hearsay in a court of law as the assessment includes as bases for it a variety of statements and opinions by varying sources, the underlying truth of which were not necessarily verified or attempted to be verified or supported as part of the assessment process. The names of persons who were sources of information for this report have been purposely not included in this report. Documents leading up to the compilation of this report will be destroyed pursuant to the respective document retention policies of each of the organizations participating in this assessment report.